

Performance Management: The Key to Leading Your Mission

Reference Guide

Performance management is the SINGLE most important tool you can use to drive positive business results and meet your obligations and responsibilities as a leader.

Strategic Actions

- 1 Be a strong advocate for aligning individual employee actions with mission goals and objectives**
 - Ensure the day-to-day outputs, processes, and inputs of your organization are clearly aligned with your mission and goals
 - Verify your supervisors and employees know what performance measures count and where they should be putting forth their effort
 - Ensure ratings are based on performance results that contribute to the department or organization's goals, not merely on hard work
- 2 Hold managers accountable for clearly articulating expectations to each employee at the beginning of the rating cycle and maintaining dialogue throughout the year**
 - If you are not getting the results you want, you may need to clarify or re-clarify expectations
 - Establishing clarity takes more time initially, but the amount of time saved from having to re-do work or correct costly mistakes is worth every minute
 - One way to establish clear expectations is to contrast what you don't want with what you do want
- 3 Allocate enough time in each manager's busy schedule for him/her to provide feedback to his/her employees throughout the year**
 - Consider ways you can help your managers have more time to meet with their employees and provide valuable performance feedback—positive and constructive
 - Before adding additional requests to your managers' to-do list, ensure they have the capacity and resources to carry out the request

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Strategic Actions Continued

4

Hold managers accountable for backing up their ratings with documented facts and ensure the rigor and consistency of their ratings across the organization

- To accurately assess the quality of an individual's work, managers and leaders must separate personal feelings and biases towards the individual
- Ensure your manager's narratives show clear justification for the ratings he/she gave

5

Reinforce manager ratings by aligning incentives with higher performance while providing vocal and visible support for problem employees

- Consider, is there congruency between what is being rewarded and the behaviors in which you'd most like to see your managers engage?
- You can encourage and incentivize your managers all you want, but if the behaviors you'd most like to see are not aligned with the incentives, and support is not provided to achieve the behaviors, then the chances of obtaining the results you want are slim

6

Support managers with training to help them improve their coaching and mentoring skills

- Effective coaching and mentoring skills are just as important in helping good employees become better as they are in addressing performance problems
- Assess the skill sets of your managers. Are they inspiring their employees and helping them excel through effective mentoring and coaching? How can you help your managers improve their abilities?